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ABSTRACT

The purpose of this guide is to give individuals, community groups, and other organizations a checklist of important points that must be considered in day care program planning if quality services are to be established for children and families. The guide provides information concerning the preliminary steps needed to establish a day care program: different types of day care programs; and programs with special emphasis (such as education, recreation, or therapeutic). Also discussed are sources for funding day care: services offered in group centers, day care home programs; legal requirements; administrative framework; and various cost considerations. (Author)

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# Planning A Day Care Center



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PLANNING A DAY CARE CENTER

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## PLANNING A DAY CARE CENTER

### I. Introduction

### II. Preliminary Steps

- A. Pinpointing Existing Resources
- B. Identifying Day Care Population
- C. Pinpointing the Need
- D. Demand Survey
- E. Survey of Available Resources in the Community

### III. Types of Day Care Programs

- A. Group Centers
- B. Day Care Homes
  - 1. Family Day Care Homes
  - 2. Group Day Care Homes

### IV. Programs with Special Emphases

- A. Education Programs
- B. Recreation Programs
- C. Remedial or Therapeutic Programs
- D. Infant Programs
- E. Preschool Programs
- F. School-age Programs

### V. Sponsorship of Day Care Programs and Sources of Funding

- A. Public Auspices
- B. Private, Non-profit Auspices
- C. Commercial or Proprietary Auspices

### VI. Services Offered in Group Centers

- A. All Day
- B. Part Day
- C. Combination

### VII. Programming in Day Care Homes

- A. Family Homes
- B. Group Homes
- C. Block Homes

#### VIII. Legal Requirements

- A. Obtain a Copy of Your State and/or Local Licensing Requirements
- B. Find Out What Other Requirements Must Be Met
- C. Get Experts to Guide You Through the Licensing Maze

#### IX. Administrative Framework

- A. Establishment of a Policy Making Body
- B. Admission Policies
- C. Operating Policies
  - 1. Service Policies
  - 2. Personnel Policies and Practices
- D. Establishment of Program Development Communities
- E. Hiring a Director
- F. Funding

#### X. Cost Considerations

- A. Start-up Costs
  - 1. Survey of Need
  - 2. Consultation
  - 3. Legal Fees
    - a. Incorporation
    - b. Zoning
  - 4. Site Location
  - 5. Program Recruiting Costs
- B. Ongoing Costs
  - 1. Salaries and Employee Benefits
  - 2. Rent and Utilities
  - 3. Supplies
  - 4. Maintenance, Repairs, Replacement of Equipment, Snow Removal
  - 5. Insurance
  - 6. Transportation
  - 7. Additional Expenses
  - 8. Consultant Expenses (Optional)
  - 9. Trips
  - 10. Staff Travel
  - 11. Public Education and Public Relations Costs

## PLANNING A DAY CARE CENTER

### INTRODUCTION

Day care is an arrangement made by parents for the care and supervision of their children by someone other than a member of the immediate family. Day care may be provided for any portion of the day or night, but usually no child spends more than 12 hours in the program. In general, day care services are needed for children whose parents are working, engaged in job training, undertaking educational programs, or need the time for other activities. In many cases, the parents' primary reason for seeking child care is the desire to contribute to their child's social and educational growth. There are other reasons such as ill health, conflicting family or community responsibilities, or incapacity which sometimes requires that parents delegate part of their child care responsibilities.

The developmental needs of children and the supportive needs of families are both major considerations in the planning and development of day care programs. Of first importance are the concerns and interests of the parents in the development of relevant program goals. In order to provide services that will take into consideration all of these needs, day care programs must be carefully planned and systematically implemented.

Appropriate planning takes time. Need must be documented; the elements of a program must be outlined. It is necessary to move through a step-by-step procedure from ideas to program operation. Careful planning and precise guidelines can be considered the "glue" that holds together a service designed to enhance the development of young children and provide parents with the secure knowledge that their children are being well cared for.

The purpose of this guide is to provide individuals, community groups, and other organizations with a checklist of important points that must be considered in day care program planning. We have tried to list the important points that must be considered. However, every program will be different, since each community has unique characteristics and individual needs. Local experience and expertise are vitally important resources in the development of any new day care project. It is our hope that PLANNING A DAY CARE CENTER will be useful to people in a variety of situations with different interests but with the single goal of providing quality services to children and families in need of day care programs.

### PRELIMINARY STEPS

An essential beginning in planning for day care is knowing the community where you plan to locate your center. Other considerations have little meaning unless you know what the families in your area desire and need. Be very certain that you can answer the following questions with substantial facts before proceeding further with your plans.

Pinpointing Existing Resources

What kind of child care arrangements exist in the community presently?

How many centers (all day)?

What are their criteria for admitting children?

How many family day care homes?

What kind of arrangements are there for the school-age child and the child under three?

Where are the existing programs located?

Why are they located there?

Is public transportation available?

Do they have waiting lists?

Identifying the Day Care Population

Are there many working mothers in the community? How many?

Are there specific industries, businesses, hospitals, or universities located in the area utilizing large numbers of women? What are they?

Are there families in the community who want only a short-day educational experience for their children?

How large an area do you hope to cover?

Will this cause any transportation problems? What are they?

Is the weather in your area such that walking would be inadvisable during a portion of the year?

Will the families in this community be able to pay the amount you intend to charge?

How much can different families pay?

How many parents are eligible for a program (i.e. AFDC) where child care arrangements will be paid for them?

Pinpointing the Need

Have you chosen a geographic area where there are young children in need of day care?

Listed below are a sampling of some of the local groups from whom assistance might be solicited.

1. Local 4-C Committees. (Where they exist, are sources of information and expertise.)
2. The Department of Public Welfare at the local and/or State level. (A day care unit normally handles licensing and offers some consultation.)
3. The Mayor's Office. (Zoning regulations, building codes and other local ordinances can be obtained here.)
4. Governor's Office and State Planning Office. (Some have day care consultants.)
5. Public Health Department at the local and/or State level. (Some have day care units; others handle day care through the unit on Maternal and Infant Care. A number of them are the licensing authority.)
6. Local Housing Authority. (Sometimes has housing units to offer as a day care facility.)
7. Model City Agency. (Day care is a top priority in these programs.)
8. Head Start Child Development Center. (Might be able to give you technical assistance.)
9. Regional Training Office for Head Start. (Provides materials and expertise.)
10. Health and Welfare Council. (Research and statistics; also good referral agency.)
11. Welfare Rights Organization. (Knows legal rights regarding day care for welfare recipients.)
12. Women's Liberation Movement. (There are many groups -- all are interested in day care.)
13. State Department of Public Safety. (Often has rules and regulations which apply to any licensed service.)
14. Junior Chamber of Commerce. (A good contact for getting business involved.)
15. Junior League. (Very effective in giving assistance on setting up board, etc.)

How many families are asking for day care services?

How many children in each family are involved? What are their ages?

Will they still need the same services a year from now?

Do they need care all day or only part of the day? Year round or only part of the year? Daytime and/or night time?

What kinds of services will the family use? (family day care, in-home care, group care in a center, half-day program, etc.)

What supplementary child care services (health, nutrition, social services, speech, physical, or emotional therapy) will be needed?

#### Demand Survey

The usual method of investigating day care demand is a questionnaire. It is wise to use all existing data which other agencies have gathered in preliminary planning. A questionnaire raises expectations that a service will be provided and therefore, in some cases, should not be undertaken until it is certain that the day care center will be established.

Questionnaires often under-predict or over-predict demand. Like market surveys for a new and non-existent product, a need survey for day care may fail to uncover the true demand because the public is unfamiliar with the service and how it could be helpful to them. On the other hand, those who say they need day care may be reluctant in practice to change from their present arrangement, even if inadequate, to another arrangement. Change is disturbing to children and parents do not make changes lightly. That is why a day care center is often under-utilized for several years, until suddenly demand increases drastically, when children born after its existence become old enough to use it.

One way of increasing utilization is to involve parents in the early stages of planning. For example, if an industry is planning a day care program, a parent committee might design and use a questionnaire survey of need. A community group might use neighborhood mothers to survey need.

#### Finding Available Resources in the Community

In recent years many agencies, organizations, and groups have become increasingly involved in the field of day care and child development. Many provide resource materials and references, others are potential providers of funds, and some have the capabilities for providing sound technical assistance. Some groups simply provide eager, interested people who can be invaluable in program planning. Day care is unique in that the issue of its merits crosses all socio-economic boundaries and gives you the opportunity of forming a strong representative group of supporters.

- PS 004827
16. Council of Jewish Women. (Has been very effectively involved in day care in many cities.)
  17. League of Women Voters. (Very interested in day care legislation.)
  18. NAACP. (Has a strong interest nationally in day care.)
  19. National Alliance of Businessmen. (A good contact for getting industry involved in day care.)
  20. Urban Coalition. (Might be a funding possibility and might be able to give technical assistance.)
  21. Local or State chapter of the National Association for the Education of Young Children. (Resource material, good consultants, etc.)
  22. State Department of Human Rights. (Active in day care.)
  23. Public School System. (Many are becoming increasingly interested in preschool programs particularly for the four year old.)
  24. State Department of Education. (Has some money and might have a day care specialist on its staff.)
  25. Universities and Colleges. (Excellent resource for consultants on curriculum, child development, and training of child care staff.)
  26. Agencies operating child care programs.
  27. Organized parent groups.

#### TYPES OF DAY CARE PROGRAMS

Once you have found out the make-up of your community, you need to determine what kind of program would be most beneficial to you, the community, the child, and his family. From the community's standpoint a program must meet its needs; from your standpoint it must be the kind of program which you feel capable of handling and for which you have some expertise; from the parents' standpoint a program must provide for the needs of their children; from the child's standpoint a day care center must be a happy, interesting, and comfortable place to spend a part of the day.

The type of program you choose may depend upon further considerations, such as:

What space is available in your community.

Availability of transportation.

Age of the children needing care.

Parents' attitudes and wishes.

Sources of funds.

Availability of trained staff and training opportunities.

Characteristically, there are two basic types of programs depending on the setting of the center and the size of the group cared for.

#### Group Centers

Accomodate more than five children; often a large number of children grouped by age.

Are located in a facility where space is set aside and specially designed for exclusive use of the children during those hours that the center is in operation.

Offer a program of planned activities appropriate to the ages of the children.

Usually provide the child with a number of caretaking adults.

May be particularly appropriate for children who can benefit from group experiences and stimulation over an extended time period.

May sometimes be located a long distance from the child's home, and require special arrangements for transportation.

Traditionally have fixed hours, but may have flexible hours to meet the needs of families.

#### Day Care Homes

There are two types of day care homes:

##### Family Day Care Homes

Accomodate fewer than 5 - 7 children.

##### Group Day Care Homes

Accomodate more children (usually as many as 12) in a home.

Day care homes:

Are located in a family home where the day care child shares the environment of the caretaker family.

Offer the child a home-like experience and an individualized "mothering" relationship with a single adult.

May be particularly appropriate for infants and toddlers, or a group of children in the same family.

Are frequently located in or near the child's own neighborhood.

Usually enroll children of mixed ages.

Characteristically have flexible operating hours to meet parental needs.

Child care programs also vary in curriculum and program emphasis, in the ages of the children served, and in their auspices or sponsorship. Although most child development programs are planned and operated to provide a mix of various elements, it is possible to plan a program with a special emphasis, enrolling a specific population of children, and employing a single funding source.

Rather than segregating children by category or narrowly designed programs to meet specific needs, it is desirable when possible to plan generic services for a total child population. Those providing the care are trained to work with children in groups and to meet needs which all children share in common. Special needs which individual children have can then be met by specialized services. A child is seen first as a child and only secondly as a child with a special need. His special need is in addition, rather than instead of, the needs he has in common with all children.

#### PROGRAMS WITH SPECIAL EMPHASES

##### Educational Programs

These are frequently part-day programs operating during the school year. These programs may employ a specific cognitive model or educational technique aimed at providing children with intellectual and social skills. Trained teaching staff usually direct the program; health, nutrition, and social services are not considered major program components. Funding may be from a variety of public and private sources.

##### Recreation Programs

These programs are often, but not always, geared to school age children and operate during those times that school is not in session. Quality recreation programs are basically planned to provide social enrichment experiences to the children enrolled. Many of these programs are funded and operated by public agencies; however, summer day camp programs are often privately funded from parents' fees and charitable sources of funds.

### Remedial or Therapeutic Programs

These programs may operate full time or part-time. Generally, they are operated by public and/or private non-profit groups. They are formed to provide intensive care, therapy, and remedial services to children with special handicapping conditions of a physical, emotional, or social nature. Usually a child with a particular handicap is segregated with other children with the same handicap, but there is no reason why this is desirable or necessary.

Programs may enroll a group of children within a certain age category:

#### Infant Programs

Many States now have licensing regulations governing the group care of children 0-3 years of age. However, in general, family day care is still the usual program for these children, regardless of whether care is offered in group or family settings. These children need special care and planning for their individual needs. The cost of these programs is always high since it is necessary that there be a high staff-child ratio (One adult to every four children), space for infant equipment and play, and a special feeding program.

#### Preschool Programs

This age group (3-6 years) is the most frequently considered day care grouping because there has been wide experience with this type of care. Programs for this age group provide care and diversified services to children who can benefit from the social and educational activities frequently called preschool activities.

#### School-age Programs

Children from ages 6-15 need supervision before and after school and during school holidays, including summer vacation. A variety of community resources must be mobilized and coordinated by some responsible person to provide for the needs of this age group. Since school-age programs operate only part-time, it is necessary to utilize schools, community centers, and private resources to meet the need of the children. Ideally, a program for before and after school hours for this age group makes full use in a flexible way of all available group programs and activities in the community, rather than separating the child from his friends who are not enrolled in the program. It is important, too, to provide for the child who is tired of group activities, who wants a chance to relax, read a book, do his homework, or just talk to someone.

### SPONSORSHIP OF DAY CARE PROGRAMS AND SOURCES OF FUNDING

#### Public Auspices

In general, public funds are only available to children who are poor. Some public agencies further require that the mother of the

children be seeking work, be enrolled in training programs, or be currently working at low-salaried positions. Many Welfare agencies will pay for day care if there is an illness or handicapping condition of the mother or the child. The public day care programs are usually operated by a local social service, CAP, school, or day care agency whether the funds are local, State or Federal.

#### Private, Non-profit Auspices

This includes churches, Community Chest agencies, settlement houses, private cooperatives, or other individuals and corporations who can demonstrate their non-profit status. Operation of these programs is governed by a Board of Directors. At present most private, non-profit day care agencies enroll children primarily of low income families and charge parents on a sliding fee scale based upon ability to pay. Fund raising is one of the main activities of this type of agency.

#### Commercial or Proprietary Auspices

These programs usually depend entirely upon parents' fees for operating capital. It is necessary for these programs to charge parents a fee that will cover the cost of the program and allow a profit for the owners. Most of the children enrolled in proprietary programs are from middle or upper income families who are not eligible for publicly supported day care. Proprietary programs are frequently located in residential areas. Although proprietary programs are traditionally small business enterprises directed and operated by the owners of the service, there is a growing interest in commercial day care or franchising which is developing throughout the country. This method of operation provides capital, equipment, and guidance in programming and operation to the person holding a franchise for a fee to the parent company for "start up" costs and a percentage of annual income. If franchisers can find a way to provide quality at a feasible cost, they will certainly be supported. It has not yet been clearly demonstrated that they can. One of the early and most serious of the franchise groups got out of the franchise business and bought up all of their franchises. Several other companies are now doing the same thing. They believe that they can operate a chain of day care centers with central management at a cost feasible for the middle class mother to afford their fees.

It is possible to offer a variety of services to children and families through any of these types of programs. Comprehensive care for normal and "special" children of any age or social group can be offered provided that the facility is staffed and equipped to meet the needs of the children enrolled.

Each day care program is adaptable to operation as a single independent unit or as part of a system of day care programs encompassing many similar units throughout the community. However, arrangements for supplementary

services such as health, social services, nutrition consultation, and in-service training of staff are facilitated when the day care program is part of a larger social service organization or connected with a community coordinated child care program.

#### SERVICES OFFERED IN GROUP CENTERS

##### All Day

Typically these centers are open from approximately 6 a.m. to 6 p.m., serving children ages 0-6 whose mothers work or for various reasons cannot care for their children during these hours. They offer a program of activities appropriate to this age group, and include meal service: lunch, (sometimes breakfast) and two snacks. Child development programs (usually publically funded) offer comprehensive services including medical, psychological and social work services. Some communities are responding to the need for night care by keeping centers open 24 hours a day. No child remains in the center for more than 12 hours. The staff ratio is normally one adult for every 10-12 children.

##### Part Day

Referred to as nursery school, pre-kindergarten, pre-school, child development center, learning center, etc., these operate from 2½ to 3 hours a day for children ages 3-6 whose mothers usually do not work. The emphasis is on social and educational learning experiences. They are located in a facility where space is set aside for the children's exclusive use, and children are usually in groups of 10-15 with 1-3 adults. Child development programs such as Head Start offer health, social services, psychology services, and a sound nutritional program.

##### Combination

Many centers have both half-day and all-day programs. Some have hourly arrangements included. Some serve varying age groups separately within the same building while some provide an opportunity for different age groups to develop relationships. It is difficult to plan a "drop in" kind of service which provides continuity of relationships among children and adults.

#### PROGRAMMING IN DAY CARE HOMES

##### Family Homes

They enroll fewer than five or six children in the caretaker's own home. Typically they operate for those hours and days that the children need care; thus, they may accomodate some children for a half-day, some before and after school, and others for a full day or

for the night. In general, day care homes are considered appropriate for infants, children who are in need of the individualized care offered in this, school-age children, or children of various ages from the same family.

#### Group Homes

These can accomodate as many as 12 children. This type of program has many of the characteristics of a group day care center program with the advantages of a family day care home setting. This type of program may be particularly appropriate for school-age children.

#### Block Homes

Another form of group homes, they serve the children and families of one particular neighborhood. This can be a cooperative program where mothers take turns caring for school-age children during those times when they are not in school but cannot be at home. Some communities rent a house in a block which serves as a community center as well as providing day care for children.

### LEGAL REQUIREMENTS

In most localities, any organization, agency, or person offering a program of organized care for more than 2-4 children on a regular basis must be licensed to provide such care. Licensing requirements differ widely; however, most licenses are granted initially upon the demonstrated ability of the applicant to provide a safe and healthy environment for children. Recommendations for staffing and program content are also frequently a part of the licensing code.

#### Obtain a Copy of Your State and/or Local Licensing Requirements

Day care licensing responsibility is usually lodged with departments of public welfare; a few States license day care through departments of public health or other agencies. If you plan to use public funds, it is necessary to also meet the standards of the "Federal Interagency Day Care Requirements." These are funding standards rather than licensing standards.

#### Find Out What Other Requirements Must Be Met

Local codes also may require that the building and grounds of the proposed day care center be approved by the local zoning commission, the building inspector, the fire department, the health department, and other public groups charged with protection and well-being of the community. Some States apply rules and regulations to the transportation of groups of children, such as limitations on numbers of children, requirements for special lights and identification of vehicles.

### Get Experts to Guide You Through the Licensing Maze

Licensing requirements can be very complex and confusing. Many licensing agencies retain or can refer you to consultants who will provide you with invaluable guidance through the complexities of program development. It is best to include these professionals in your planning from the very beginning. Incorrect interpretation of regulations can lead to expensive mistakes and failure to get your license.

### ADMINISTRATIVE FRAMEWORK

Day care programs can be administered by an incorporated board of directors, a public department or social service agency, or an individual. No matter what the organizational structure is, responsibility for the performance of the following is similar.

#### Establishment of a Policy Making Body

Planning groups should consult a lawyer for advice as to whether profit-making or non-profit making programs should take steps to become legally incorporated bodies. Incorporation allays individual financial responsibility, and thus requires the designation of a board of directors. The board of directors usually includes a variety of people concerned with the development, operation, and maintenance of the center. Most boards will include parents and many are structured so as to be parent-controlled. In addition there may be representatives of the business and professional community, the day care and child development profession, and funding agencies. This group establishes the policies under which the program operates.

#### Admission Policies

Whom will the program serve? The answer to this basic question determines in large part how the program will operate. It is usually necessary to establish criteria such as the financial contribution required of the users, ages of children, appropriateness of the program for certain children, size of the program.

#### Operating Policies

This is a major task of the administrator during the planning phases of the day care program. Operational policies involve:

##### Service Policies

Based upon the purposes and goals of the program, certain services will be offered to children and their families. These services should be carefully delineated so that the center can

operate within that framework. Questions such as the major focus of the program, the hours and days of operation, food service, supplementary services, degree of parent involvement, relationship to the community, and responsibility of both parents and program personnel are part of these considerations. These policies may also specify a time period for achievement of long range goals. Policies should be specific, but not so restrictive as to prevent the flexible development of programming. Policies for on-going program evaluation are also an important consideration.

#### Personnel Policies and Practices

These are the rules that regulate the work of the staff. Part of this job is the establishment of job descriptions, salary levels and staff development policies, employment and termination procedures, working hours, employee benefits, and procedures for supervision and evaluation of staff activities.

#### Establishment of Program Development Committees

Often with the establishment of policies, there should be a plan for establishment of committees to support the development of the program. These committees may include but should not necessarily be restricted to:

- . A personnel practices committee
- . A budget and finance committee
- . A service committee
- . A development committee

The purpose of these committees is not to restrict but rather to provide ongoing support to staff and the overall operation of the program. These committees are usually chaired by a member of the board of directors, but may include a variety of community people and parent-users who volunteer their time and talent to the day care program.

#### Hiring a Director

When a program is sponsored by an individual it is likely that the administrator and the director will be the same person. Where a board structure is used, the director is hired and serves at the pleasure of the board of directors. The director is the key to the operation of a day care program. This key person is the link between the day-to-day operation of the program and the policy-making framework. It is wise to hire the director at least a month before the program begins operation. When possible, hiring the future director as a consultant during the pre-planning period is very valuable.

### Funding

Locating sources of operating funds is one of the major tasks of the planning body. Investigating sources of local, State, and Federal funds is a time-consuming task. Departments of welfare, health, and education may be helpful for discussing and/or obtaining funds. Red Feather and Community Chest agencies may be sources of local monies. Local and State 4-C committees, where they exist, have solid information about funding. Private foundations, individuals, and local business organizations are other sources.

Usually a variety of funding resources must be utilized by any day care program no matter what its auspices or its sponsorship. Non-profit organizations usually depend upon a combination of parent fees, charitable contributions, and public funds. Proprietary programs must depend almost entirely upon parent fees. Private fund raising activities are usually undertaken by all day care groups on a regular basis.

### COST CONSIDERATIONS

Day care services that meet the needs of children and families involve a variety of costs. In general, the cost may be divided into "start-up costs" and ongoing operational costs. Budgeting requires consideration of both.

#### Start-up Costs

##### Survey of Need

Although surveys may be conducted by volunteers, or on an informal basis, there may be clear costs associated with the gathering of information, the tabulation of results, and the dissemination of findings.

##### Consultation

Many States and localities maintain a consultant staff connected with the licensing agency to provide individuals and community groups with information and assistance in establishing programs. Expert help may be available through other agencies such as child welfare agencies, departments of education, State offices of economic opportunity, and community social service agencies. When there is no voluntary consultation, it may be worthwhile to retain the services of a qualified consultant in program planning. Expert consultation, although costly, may in the long run save the group money in providing information, a plan and time-table for the development of the program, access to funding, and strategies for turning plans into an operating reality.

### Legal Fees

It is usually advisable to retain the services of a qualified lawyer who will advise and expedite the process of:

- (1) Incorporation: Establishment of a corporation is vital to a non-profit operation, and is frequently advisable if the center is going to be operated for profit. Procedures connected with incorporation require the services of a lawyer although the process is not usually very difficult.
- (2) Zoning: Many areas require that the facility in which a day care program is located be granted a special exception to zoning. This procedure is often a complex undertaking requiring specific knowledge. Legal expertise will facilitate the process.

### Site Location

Day care programs can be established in renovated homes, former supermarkets and other converted buildings, church facilities, community buildings, or a facility designed and built for the purpose of providing a day care program. The cost of planning and contracting for renovation must be balanced against the cost of a specially designed facility. In general, group day care programs require specially designed bathroom and kitchen facilities, protective surfacing of all floors and walls, installation of safety devices, fencing of the outdoor play area, and provision of an off-street driveway. The cost of renovation for a small day care program may be prohibitive. In some instances, the high cost of renovation can be offset by purchase and/or rental of a variety of prefabricated or low cost housing modules. The program operator will need to investigate both alternatives.

The operator will need to investigate a variety of arrangements for financial loans. There are very few sources of Federal funds for construction or renovation of day care facilities. However, it may be worthwhile to investigate the possibilities of Federal Housing Administration or Small Business Administration loans (for profit making organizations only). There is also the possibility of funds for renovation from the Department of Housing and Urban Development (HUD). Construction of garages, sidewalks, parking spaces and driveways are further capital costs that must be considered in the start-up budget.

### Program Recruiting Costs

In some instances recruitment of staff and of day care users will require advertising. Where an advertising program is undertaken the cost of this effort must be included in start-up costs.

## Ongoing Costs

### Salaries and Employee Benefits

Salaries for staff, supportive service personnel, and consultants are the largest single item in a day care operating budget. Since day care programs often operate 12 or more hours a day, and staff cannot be expected to work more than eight hours, it is necessary to plan a staffing pattern and allocate staff salaries that will fully cover the entire day. The number and variety of administrative staff and supportive staff (kitchen, custodial, clerical personnel) will depend upon the number of children enrolled in the program. In a small program (twenty children or fewer) staff can double up on the operational tasks. Centers accomodating more than twenty children need staff in addition to those charged with direct care of children.

Salaries may account for at least 50% and up to 80% of the annual expenditures. Entry level positions should pay at least the minimum wage scale. Skilled, para-professional, and professional positions must offer salaries that are competitive with similar positions in the community. Along with staff costs must be considered costs of ongoing in-service training and staff development.

### Rent and Utilities

Occasionally a community day care program will use donated facilities, thus cutting out rent as a budget item. However, utilities are an ongoing cost. Cost for heat, light, telephone, garbage and trash collection, and water may be part of this budget item. Rent and utilities usually account for approximately 4% of the annual operating budget, although rent may vary a good deal depending on the location.

### Supplies

Supplies include such items as food, program supplies, household or cleaning supplies, and office supplies and postage. Roughly 12% of the annual operating budget should be allocated to this category.

### Maintenance, Repairs, Replacement of Equipment, Snow Removal

In some instances maintenance may be considered part of the local share contribution. However, in most cases it is advisable to allocate at least 1% of the annual operating budget for maintenance and upkeep of the facility. Most centers consider good maintenance a key to operating success. In those instances where it is possible to plan for consistent upgrading and further purchase of equipment it will be necessary to allocate more funds to this budget item.

### Insurance

Each day care program should carry liability insurance on the facility, the staff, and in some instances on each child. The latter is usually medical insurance. Rates differ in different parts of the country; limitations on coverage vary from one insurance company to another. Insurance may require an allocation of 1% to 2% of the annual operating budget.

### Transportation

Where transportation is offered to all children in a vehicle owned and operated by the day care facility, it may be necessary to allocate as much as 6% of the annual operating budget to this category. In general, it is advisable to investigate a variety of ways that transportation might be provided for children. Ideally, transportation, with the exception of program related activities, such as trips, would be the responsibility of parents. Unfortunately, this is not always possible. Some alternatives to a center-maintained vehicle are use of a licensed bus or taxi service, shared transportation among programs, volunteer transportation, or pre-arranged parent car pools.

### Additional Expenses

This category might include meetings, conferences, visits to other programs, home visits, educational materials.

### Consultant Expenses (Optional)

From time to time you may need consultants to serve specific program needs. A budget item is often included in day care plans for such services. These expenses are separate from on-going staff costs. Many programs do not include such an item because they have found sources of consultation at no cost in the community.

### Trips

This item is not included under transportation. A separate budget line should be allocated for field trips for the children.

### Staff Travel

If this item is not included in transportation or costs of family involvement, a separate item should be included for staff travel. This involves staff travel to children's homes, to meetings and conferences, other programs and to training sites.

### Public Education and Public Relations Costs

This item should be considered both for non-profit and profit making organizations. Funds should be allocated to get the day care message both to users and to the general public.